
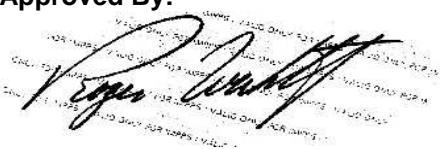



KANSAS DEPARTMENT OF CORRECTIONS

	INTERNAL MANAGEMENT POLICY AND PROCEDURE	SECTION NUMBER 07-101	PAGE NUMBER 1 of 4
		SUBJECT: PLANNING: System-wide Triennial Planning	
Approved By:  Secretary of Corrections		Original Date Issued: 08-15-82	
		Current Amendment Effective: 06-07-99	
		Replaces Amendment Issued: 04-17-98	
Reissued By:  Policy & Procedure Coordinator		The substantive content of this IMPP has been reissued as per the appropriate provisions of IMPP 01-101. The only modifications within the reissue of this document concern technical revisions of a non substantive nature. Date Reissued: 07-15-11	

POLICY

I. Planning Authority

- A. The Department shall engage in a triennial system-wide planning process which establishes statements of Vision and Mission for the Department, long-term and short-term priorities, and administrative and functional goals and objectives. (ACO 2-1A-09)
 1. Planning shall address those goals and objectives which are necessary and essential to achieving the Department's Mission Statement.
 2. Input from all levels of staff shall be obtained and staff participation shall be encouraged.
- B. The Secretary may delegate certain activities and functions involved in the planning process, the formulation of departmental goals, the establishment of departmental policies, and priorities related to such goals, and the translation of goals into measurable objectives. (ACO 2-1A-06, 2-1A-08)
- C. Each member of the System Management Team is responsible for implementing this IMPP as it pertains to their respective division, facility, region, unit, or section.
 1. The Deputy Secretary of Community and Field Service staff shall annually review all elements of the Department's Mission Statement, its philosophy and the long-range goals relevant to the Parole Services Division, and recommend updates, if needed. (APPPS 3-3008)
 2. Each warden shall be responsible, at least annually, to formulate goals for the facility and translate them into measurable objectives. (ACI 3-4003,)
- D. While the intent of this document is to determine the priority activities of the Department, the stated goals may change due to unforeseen or emerging issues. It is not anticipated that every Goal and Objective stated in the plan will be achieved. Instead, the document is intended as a guide for the Department at all levels of the organization and as a tool for communicating with other stakeholders.

II. Planning Model and Process

- A. To fulfill its mission, the Kansas Department of Corrections must responsibly and continuously examine and improve its policies, procedures, and practices. By managing according to defined guidelines, the Department can: Enhance public safety; influence changes in offender behavior; reduce the rate of re-offending; comprehensively address the health of the organization and its employees; and make more efficient use of public resources.
- B. The KDOC commitment to continuous operational improvement incorporates the four guiding principles of Kansas Quality Management:
 - 1. Identify those the Department serves and meet their expectations;
 - 2. Involve employees at all levels in problem solving and decision making;
 - 3. Enable employees to change and succeed through appropriate education and training; and,
 - 4. Improve processes and remove barriers to create and reinforce continuous improvement
- C. Each policy, program, or process (whether in place or a new initiative) should be examined, expected objectives and outcomes stated, and meaningful measurements established. Specific departmental goals, objectives, and performance measures will be outlined in a separate but companion document referred to as the Strategic Action Plan.

III. Strategic Action Plan Model

- A. A Strategic Action Plan Model shall be utilized by the Department for planning.
- B. The planning shall enable managers to:
 - 1. Provide a Mission Statement for the Department, addressing “why we exist.”
 - 2. Provide a Vision Statement for the Department, addressing “the type of agency we want to be.”
 - 3. Provide the Value Statements for the Department, addressing “the values that will shape our future.”
 - 4. Provide Goal(s) Statements for the Department, identifying the major goals for the period of the plan.
 - 5. Provide a series of Objectives and Strategies, identifying major activities to be addressed by the Department during the period specified in the plan.
 - 6. Provide a statement of Outcomes, to be used in evaluating the Department’s attainment of or progress towards an objective.
- C. On a triennial basis, a series of departmental initiatives to be undertaken during the ensuing three fiscal years shall be formulated by a departmental planning group.
 - 1. Initiatives which are determined to be inter-divisional or Department wide in nature shall become the responsibility of a Management Team member designated by the Secretary. The person designated as responsible shall appoint and monitor the work of an initiative task group assigned to complete the initiative.
 - 2. Initiatives which address an issue that does not extend beyond a particular division or unit of operation shall become the responsibility of the respective Management Team

member. The responsible administrator may develop plans for completing the initiative by assigning tasks to specific subordinates or by assigning tasks to a committee comprised of central office and facility/regional staff.

IV. Planning Group

- A. The Management Team shall be the Departmental Planning Group and shall meet as necessary for this purpose at the call of the Secretary.
- B. Throughout the planning process, each member of the Planning Group shall solicit and document input and participation from staff (ACO 2-1A-07) within their particular division or unit of responsibility.
- C. A member of the Planning Group shall, by position description, be designated as the planning coordinator responsible for:
 - 1. Monitoring and reporting to the Secretary on the status of initiatives;
 - 2. Acting as liaison with the various initiative task groups that have been assigned;
 - 3. Identifying planning issues which require resolution; and,
 - 4. Enhancing communication among members of the System Management Team to promote resolution of identified departmental issues.

V. Planning Cycle

- A. The Strategic Plan will be updated triennially based on the priority goals and objectives of the department and the available resources. The planning cycle will be designed to provide the Secretary adequate information to plan and develop each fiscal year's budget and propose any specific legislative initiatives.

VI. Planning Document

- A. Staff designated by the Secretary shall prepare a triennial departmental Strategic Plan, which shall be utilized to:
 - 1. Identify the current and long-range goals related to the operation of the Department and report on the work underway to achieve these goals and objectives;
 - 2. Help document and justify budgetary requests;
 - 3. Plan for anticipated growth and development of the Department;
 - 4. Establish performance based outcome measures for each operational entity; and,
 - 5. Communicate the Mission and goals of the organization to staff and other interested parties.

VII. Intra-Divisional/Unit Planning

- A. Consistent with the departmental planning process, each System Management Team member shall, on a triennial basis, develop a prioritized list of objectives to be undertaken within their respective division or unit of operation during the ensuing three fiscal years.

DEFINITIONS

Management Team (MT): A panel of Central Office management staff designated by the Secretary. Currently this panel is comprised of the Secretary; deputy secretaries; Chief Legal Counsel; Staff Assistant to the

Secretary; Public Information Officer; Human Resources Manager; Information Resource Manager; and the Fiscal Officer.

System Management Team (SMT): A management panel designated by the Secretary which is comprised of the Management Team, wardens, parole directors, the Director of Research and Planning, and Kansas Correctional Industries directors.

PROCEDURES

I. Goal Directed Procedures

- A. The departmental staff designated with a responsibility for certain activities and functions required for the implementation of this policy shall formulate such procedures as are determined necessary to successfully accomplish their assigned task(s) in a timely manner.

NOTE: The policy and procedures set forth herein are intended to establish directives and guidelines for staff and offenders and those entities that are contractually bound to adhere to them. They are not intended to establish State created liberty interests for employees or offenders, or an independent duty owed by the Department of Corrections to employees, offenders, or third parties. Similarly, those references to the standards of various accrediting entities as may be contained within this document are included solely to manifest the commonality of purpose and direction as shared by the content of the document and the content of the referenced standards. Any such references within this document neither imply accredited status by a Departmental facility or organizational unit, nor indicate compliance with the standards so cited. The policy and procedures contained within this document are intended to be compliant with all applicable statutes and/or regulatory requirements of the Federal Government and the state of Kansas. This policy and procedure is not intended to establish or create new constitutional rights or to enlarge or expand upon existing constitutional rights or duties.

REPORTS REQUIRED

None.

REFERENCES

ACO 2-1A-06, 2-1A-07, 2-1A-08, 2-1A-09
ACI 3-4003
APPFS 3-3008

ATTACHMENTS

None.